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Summary and Analysis of Recommendations and
Supporting Discussion

I. SUMMARY

1. Recommendation A, Section II, page 2. This recommendation prescribes the broad objective of covert operations training but not in terms suitable to provide the specific guidance needed at the level of training operations. The discussion in support of the recommendation (Reference Section III, A, pages 4-6) emphasizes the need for more and better training for both operations and administrators in order to achieve greater success in the employment of highly difficult skills and techniques. These are general principles, valid in themselves but not "basic" enough to help solve problems 1 and 2 of Tab A.

2. Recommendations D, E and F, Section II, page 2. These three recommendations relate to the principles of organization and controls for covert operations training which are contained in Section III, Discussion, paragraph C, 2, 3 and 4, pages 17-21 of the report. While it is agreed that TRD should become an operating facility of the Office of Training, the solution proposed as indicated on the chart (page 19) is unsatisfactory in the following respects:

a. It superimposes an Executive Board in the chain of command between the Director of Training and the Operations Training Division.

b. The concept of the Executive Board is open to serious question on the grounds that it is conceived as a "mechanism through which the covert offices can exercise appropriate policy and operational control of training and resolve conflicts that may arise in the use of training facilities".

c. The Director of Training does require some means for insuring that training policies and programs correspond to requirements and objectives of the covert training offices. It is questionable whether he needs a formal mechanism for this purpose. It would seem appropriate for him to utilize his normal working relationships with the AD's concerned for this purpose. If a formal mechanism is deemed necessary, it should then be constituted as an "advisory" rather than "executive" board. If such an advisory board is deemed essential, its membership should be limited to the smallest possible number of people, certainly not more than four members, composed of the Director of Training as Chairman, the Chief of Operational Training as Secretariat and the AD's (or their representatives) of the two covert offices as members. The location of such an Advisory Board on the chart should be directly opposite the Director of Training and not in the command channel.

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d. The working committee referred to in Section III, C, 4, page 21, should be an adjunct of the Advisory Board if it is established. If not, it should be constituted as a Task Force, sitting full-time, initially, to address itself to the problems contained in Tab A. The composition of this group as set forth in the report is both adequate and satisfactory. In the event that it is desired not to establish an Advisory Board at the level indicated in paragraph 2, c, above, this group could become an Advisory Committee for Covert Operations Training, and stem out of the Office of the Director of Training, or his Deputy, or the Deputy Director of Training for Covert Operations.

3. Recommendation I, Section II, page 2. The agenda for any working Committee or Advisory Committee established for the above stated purposes should be substantially similar to the list of problems included under Tab A, and in the order listed, in lieu of the agenda included under the recommendation on page 3 of the report.

4. Recommendations B and C, Section II, page 2. If a committee is established to address itself full-time to the problems listed under Tab A, then recommendations B and C of the report will automatically take place.

5. Recommendations G and H, Section II, page 3. These recommendations can be concurred in without qualification.

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